ORGANIZATIONAL MANAGEMENT
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1. BUSINESS PROCESSES

1.1 Organization Processing

1.1.1 Process Overview

An organization plan is composed of Organizational Units, Jobs, Positions and the relationships that connect them together to create hierarchies. The hierarchies are used to represent the State of North Carolina organization structure, to represent reporting relationships, to construct security structural authorizations and setting up workflows for all functional areas. The Information stored in Organization Management is used to propose defaults when processing Personnel Administration actions. When an employee has been assigned to a position and the attributes of the position are changed, an update to the employee's personnel records must take place in order for the position attribute changes to take affect. The hierarchical structure provides inheritance from the superior object, which reduces the effort to create and maintain organizational units.

Organizational Units represent functional units in the enterprise, and can be defined according to how tasks are divided up within the enterprise. An Organizational Unit can be an Agency, division, section, branch, group or unit. An organization can be defined from the highest level, called the root organizational unit (State of North Carolina Enterprise), to the smallest department within the State. Organizational reporting structures are created by assigning these organizational units to each other.

The State of North Carolina is investigating the purchase of an Organizational Structure printing tool that will interface with SAP.

This document describes the process used to create and maintain an organizational unit. It also lists configuration decisions and describes the master data required to create the organizational plan as specified by the State of North Carolina.

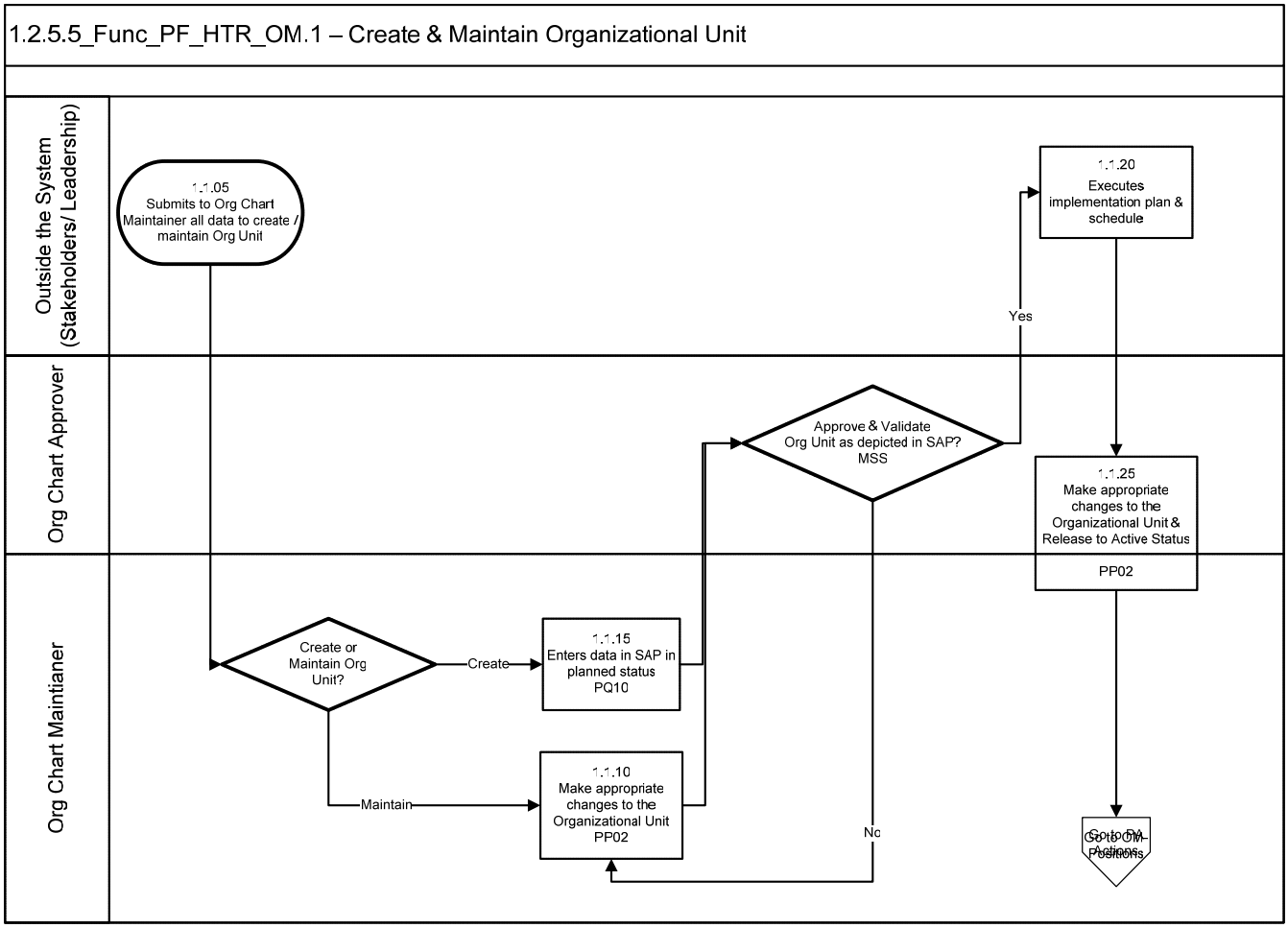
1.1.2 Process Definition

1.1.2.1 Process Description

This process begins once all approvals to create, change or delimit an organizational unit have been secured. Leadership will forward to the Organization Chart Maintainer all required information to create, change or delimit an organizational unit. If there is a need to create a new organizational unit, the Organizational Chart Maintainer will initiate an action to create the organizational unit in planned status. The action walks the user through a series of infotypes that are described in Section 4: SAP Design Considerations. If there is a need to change or delimit an active organizational unit, the Organizational Chart Maintainer will change the organizational unit and place the changes in a planned status. When the Organizational Chart Maintainer is satisfied that the new or changed organizational unit is complete, she will submit it for approval. The submitted status will trigger a workflow to alert the appropriate approver. The appropriate approver is determined by an evaluation path and decision-rules based on the Agency's delegation of authority designation (Delegation of Authority process is yet to be determined - Issue # 317). The Approver will validate that the organizational unit has been created in SAP according to specifications, and will place the change in an approved status. If not, the Approver will put the object in a rejected status and workflow will alert the Org Chart Maintainer that additional changes are required. If approved, Leadership will initiate change management and/or communication activities about the upcoming organizational changes, reporting relationships, etc. Either following these activities

or concurrently, the Org Chart Master Data Expert or Org Chart Maintainer will follow-up and release the organizational unit to an active status.

1.1.2.2 Process Flow



1.1.2.3 Process Steps

STEP #	SUB-PROCESS DESCRIPTION	APP/SYS/ TCODE	INPUTS	OUTPUTS	EXECUTION ROLE
1.1.05	State leadership, offices of personnel and budget, and other resources design and secure approvals and funds for the creation or change in organizational units. All required information is submitted to the authorized person who holds the Org Chart Maintainer role.	OS	Short name, Long Name, descriptions, validity date, budget data, address, Dept/Staff designation, and all relevant relationships.	All relevant information in the hands of the Org Chart Maintainer.	Outside the System – Stakeholders/Leadership
	Decision-Block Org Unit – Create or Maintain	N/A	N/A	If create, go to step 1.1.15 If maintain, go to step 1.1.10	N/A

STEP #	SUB-PROCESS DESCRIPTION	APP/SYS/ TCODE	INPUTS	OUTPUTS	EXECUTION ROLE
1.1.10	Make appropriate changes to the organizational unit.	PP02	Change information for Short name, Long Name, descriptions, validity date, budget data, address, Dept/Staff designation, and all relevant relationships.	Organizational unit changes in planned status	Org Chart Maintainer
1.1.15	Create new organizational unit in planned status	PQ10	Short name, Long Name, descriptions, validity date, budget data, address, Dept/Staff designation, and all relevant relationships.	New organizational unit in planned status	Org Chart Maintainer
	Leadership reviews and approves new or edited organization unit?	MSS	Reviews and approves organizational unit. Workflow changes status to "approved" or into "rejected" status.	Validated data. New or changed organizational unit in approved status. If no, go to step 1.1.10 If yes, go to 1.1.20	Org Chart Master Data Expert
1.1.20	Executes implementation plan		State knowledge Change Management and Communication skills	Workforce ready for changes in organizational unit.	Outside the System – Stakeholders/Leadership
1.1.25	Make appropriate changes to the organizational unit and release to active status.	PP02	Organizational Unit identifying information	Active Organizational unit	Org Chart Master Data Expert/Org Chart Maintainer
	Go to PA process flows to make any personnel adjustments (transfers, promotions, etc.)				

1.1.3 Solution Recommendations

The solution recommended for creating and maintaining organizational units is based on the following objectives:

- The State of North Carolina plans on purchasing an Organizational Structure display and printing tool. This tool will interface with SAP.
- SAP workflow will be utilized to support the approval process for new or edited organizational units. It will be triggered when a new organizational unit is created or when changes are made to an existing organizational unit. The appropriate approver is determined by an evaluation path and decision-rules based on the Agency's delegation of authority designation. The delegation of authority designation will be defined at a latter date (Issue 317). New or changed organizational units will move through the following status changes: planned, submitted, approved, rejected, and active. The following two roles will be involved in the workflow: Org Chart Maintainer and Org Chart Master Data Expert.

1.1.4 SAP Design Considerations

An organization plan is composed of Organizational Units, Jobs, Positions and the relationships that connect them together. The organization structure will be used to:

1. Represent the State of North Carolina Organizational Structure. The State can use their standard hierarchy of organization units: Agency, Division, Section, Branch, Group and Unit, and can also create other groupings in order to enhance reporting, structural authorization, and workflows, etc.
2. Reduces the effort to create and maintain organizational units by inheriting information from the superior object.
3. Display the organization structure to include organizational units, positions and holders of those positions. To enhance this functionality, the State of North Carolina is investigating the purchase of an Organizational Structure printing tool that will interface with SAP.

To construct the Organizational structure the following tasks must be completed. Each will be discussed in the following categories: Part 1: Configuration Decisions; Part 2: Creating the Organizational Units – Infotypes and Fields; Part 3: Creating relationships; and Part 4: Master Data Load strategy.

Part 1 - Configuration Decisions

Create and/or maintain Actions. An action is a sequence of related infotypes presented to the user for data entry in order to create a new organizational unit. An action increases the likelihood that all relevant information will be entered and in the correct sequence. Different actions can be assigned to different user groups depending on what infotypes they are responsible for creating. For the State of North Carolina, the New Organization Action will include the following infotypes: Organizational unit object (IT1000); Address (IT1028); General Descriptions (IT1002-subtype 01); Department/Staff Designation (IT1003); Account Assignment Features (IT1008), Cost Distribution (IT1018) and Budget Cost Distribution (IT9018). Infotypes 1008, 1018 and 9018 involve the assignment of objects created and maintained in other modules or sub-applications: the Controlling Area, Company Code and Cost Centers are created by the Financial module and the Personnel Area and Personnel Subarea are created by Personnel Administration.

1. Validate that the IMG setting for Inheritance is active. When Inheritance is turned on, values for Controlling Area, Master Cost Center, Company Code, and Personnel Area are inherited from the superior object and default the values into IT1008, Account Assignment. The system uses this data to help determine appropriate cost center assignments. Setting defaults for these items reduces the amount of keying required by the users and supports data integrity.
2. Validate that the Department/Staff setting is turned on in the IMG. This setting will allow the user to designate an organizational unit as staff or department. A staff flag indicates that a position is not part of the normal reporting structure, but instead reports directly to a higher level position or organizational unit. Positions marked with a staff flag are shown in the graphic next to their respective superior nodes. Without a staff flag they are shown under the superior node.
3. Activate and configure standard SAP workflow.
4. SAP workflow will be utilized to support the approval process for new or edited organizational units. The change or creation of an organizational unit in the Planned/Submitted status will trigger the workflow. The appropriate approver is determined by an evaluation path and decision-rules based on the Agency's delegation of authority designation. The delegation of authority designation is to be determined at a latter date as documented in Issue 317. New or changed organizational units

will move through the following status changes: planned, submitted, approved, rejected, and active. The following two roles will be involved in the workflow: Org Chart Maintainer and Org Chart Master Data Expert.

5. Activate integration between OM and CO so that the controlling area automatically defaults in.
6. Define and create the Root Organizational Unit which is the superior organizational unit from which all other organizational units inherit from.
7. Configuration to incorporate any customized objects or infotypes. When a custom object or infotype is created, the system will need to be changed to include the custom object or infotype in the IMG.
   – Evaluation paths – An evaluation path describes which relationships are traced to find a particular object. An example is: starting from an organizational unit (O), the evaluation path O-S-P is used to determine all persons who are holders of the positions that belong to the organizational unit. This is relevant for generating reports and for workflow.
   – Object Change Monitoring – SAP has the ability to track changes to objects if the system is configured to trace those particular objects. If a new object is created and it is important for the State to identify who and when a change was made to the custom object, it will need to be added to the objects to be tracked.

Part 2 - Creating the Organizational Units - Infotypes and Fields

The Organizational Unit is composed of the following infotypes:

INFOTYPE	FIELD TEXT	NOTE
IT1000 Object	Object ID Number Start and End Date Short Name Long Name	An object Infotype 1000. As a rule, the start date for an existing organizational unit is 01/01/1950 to 12/31/9999. For newly created organizational units, the start date is the effective date. Naming conventions for the Short and Long Name of Organizational unit are to be determined, i.e., Issue 397
IT1002-0000 Description	General Description	Organizational unit description is entered and maintained by Agency and at this time at the Agency discretion.
IT1003 Department/Staff	Department Flag or Staff Flag	A staff flag indicates that an organizational unit is not part of the normal reporting structure, but rather reports directly to a high level position or organizational unit. Positions or organizational units marked with a staff flag are shown in the graphic next to their respective superior nodes. Without a staff flag they are shown under the superior node.
IT1008 Account Assignment Features	Controlling Area Cost Center Company Code Business Area Personnel Area Personnel Subarea **Funds Management Area	Data on the controlling area, cost center, company code, business area, personnel area and personnel subarea is inherited by subordinate positions and organizational units, as long as they have no direct assignment of their own. Data on the controlling area, company code, business area, personnel area and personnel subarea are used as default values in *Personnel Administration*. Data on the cost center is transferred to *Personnel Administration* in IT0001. ** The funds management field only appears on the root organization.

INFOTYPE	FIELD TEXT	NOTE
IT1018 Cost Distribution	Controlling Area Cost Center Internal Order WBS Percent	Creating a cost distribution allows the distribution of costs to more than one cost center or other cost objects (internal orders, WBS) The user will specify which portion of the costs to be distributed to which cost center. If the organizational unit is already assigned a master cost center, the system writes any remaining costs to the master cost center.
IT1028 Address		The standard address infotype will be maintained on the organizational unit which includes a field to capture county.

Part 3 - Creating the Organization Plan – Relationships

1001– Relationships Organizational Unit	A002 – Reports (line) to B002 - Is line supervisor of	Org →Org	The organizational structure - ▪ This relationship is required. ▪ Define the organizational structure of ▪ Organizational units as they report to other ▪ Org Units ▪ Data that makes up an Organizational Unit is time specific, and history is recorded when changes are made. ▪ Data that makes up an Organizational Unit is inherited by the position, and the employee that holds the position.
	B003 – Incorporates A003 – Belongs to	Org→Pos Pos→Org	Org Unit B003 Position This organizational unit *incorporate*s this position.
	B012 – Is Managed by A012 – Manages	Org→Pos Pos→Org	The link between an employee and the manager can be depicted by the following: Org unit B012 Position This organizational unit *Is Managed by* this Position. Consequently, the position is designated the *Chief Position.*
	A002 – Reports (line to) B002 – Is line supervisor of	Position → Position	A reporting structure depicts the position hierarchy in the organization plan. The reporting structure is created by relating positions to one another. This relationship forms the framework for a routing structure that Workflow uses to assign tasks to an employee.
	B003 – Incorporates A011 – Cost Center Assignment	Org→Cost Center	The cost center relationships can exist at the position or person level which will override the Org Unit cost center relationship. Organizational Unit to Cost Center "cost center assignment" – Creates the link between Organizational Unit and the default Cost Center. The Cost Center assignment will be used for payroll postings to Finance.

Part 4 - Master Data Loads

Organizational units will be loaded into SAP using a data load program. Each Agency will be provided an extract from the legacy system (PMIS) listing organizational units from the Agency to the Section level. The Agencies will convert the Legacy data to standard naming conventions and to meet the field character limits. Following the data load, each Agency will validate that the data was loaded as specified. If corrections are required, the Agency will make corrections to the data load spreadsheet and

to PMIS. The BEACON team will attempt to pull as much data from PMIS as possible, and will request that updates be made within PMIS. However, for data elements that are not currently contained within PMIS it will be necessary to merge data extracted from PMIS with data supplied by the agencies. A complete Data Migration plan will be developed in the Realization phase of the project.

1.1.5 Change Management Considerations

Users will require training in the concept of the Organization Plan as it relates to inheritance, structural authorizations, relationships and reporting.

POLICY & PROCEDURE IMPACTS	AGENCY/DEPT	CHANGE IMPACT RATING	EXPLANATION OF RISK
Incorporate SAP terminology and concepts into State and Agency Personnel procedural manuals.	OSP/Agencies	Medium	Changing State and Agency procedural manuals will require a close analysis in order to translate current procedures into SAP concepts, terms and functionality.
ORGANIZATIONAL FUNCTION IMPACTS	**AGENCY/DEPT**	**CHANGE IMPACT RATING**	**EXPLANATION OF RISK**
While security access will control who has access to create and change organizational units, the assignment of those roles based on the current Delegation of Authority (Issue 317) may give rise to concerns about control of the data.	OSP/Agency	Medium	Currently OSP has granted authority to Agencies to create and maintain organizational units and positions without oversight from OSP. With the normal strain of deploying and learning a new system, OSP may now need to exert more influence to ensure the quality of the master data.
JOB ROLE IMPACTS	**AGENCY/DEPT**	**CHANGE IMPACT RATING**	**EXPLANATION OF RISK**
Managers	OSP/Agency	Medium	Managers will need to transition to retrieving reports from the system themselves for information they need, as opposed to having reports delivered to their desks.

1.1.6 Technology Considerations

TECHNOLOGY REQUIREMENT	DATE REQUIRED	COMMENTS/SUGGESTIONS
The State will be issuing an RFP for an organizational charting tool, and will be evaluating products and making a selection. The selected tool will be used to standardize organization charts in state government and will also be used to create the organization structure to facilitate the organization data upload into SAP.	01/01/2007	Org structure will be created using charting tool and then validated by various agencies. Once structure has been validated, data from structure can be loaded into SAP using eCATT.
A special printer may be required to print the large organizational charts using the chosen organizational charting software program.	01/01/2007	
Printers will need to be adjusted/routed/identified to support SAP reports.	12/01/2007	

1.1.7 Integration Points

DESCRIPTION	FUNCTIONAL OR PROJECT TEAM	COMMENTS/SUGGESTIONS
Cost Center (K)	FI/CO	Relationships will need to be established between organizations and cost centers.
Personnel Actions – Hiring, promotions, and transfers/reorganization actions. Enterprise Structure – Personnel Area, Personnel Subarea, Employee Group, Employee Subgroup	PA	Organizational data (infotypes) can provide inherited data to position/employee. OM changes will need to be coordinated with PA actions.
Time and Attendance calculations to support payroll activities.	Time	Organizational data (infotypes) will be used to support time rules and calculations.

1.1.8 Development Items

No custom objects or infotypes noted at this time.

1.2 Job Processing

1.2.1 Process Overview

The Office of State Personnel is generally responsible for establishing, revising and maintaining the Classification Plan. For each class established by the State Personnel Commission, a class standard is prepared. Standards may be written in several forms. The most frequently used are specifications and benchmarks. A class specification is a generalized description of the duties and responsibilities characteristic of positions which comprise the class; it is not intended to describe all the duties of each position in the class but rather to give a composite view of the class so as to set it apart from other classes. Each class specification includes the following sections: (1) Class Title, (2) Description of Work, (3) Examples of Duties Performed and (4) Recruitment Standards, including (a) knowledge, skills, and abilities; (b) minimum education and experience; and (c) special requirements.

In the SAP Organization Management module, the application component used to describe the duties and responsibilities of positions is known as a "job". Jobs are classifications of functions in an enterprise (administrator, for example), which are defined by the assignment of characteristics. Jobs serve as descriptions that apply to several positions with similar tasks or characteristics. When a new position is created, it can be related to a job that already exists in the system. The position will then automatically inherit the characteristics of the job. This relationship will make it easier to create positions that are similar or the same, as it will not be necessary to assign characteristics to each individual position. If needed, additional characteristics can be assigned directly to positions. Class specification is a mostly manual process with some automation in the PMIS system. Job processing in SAP will replace class specification functionality in PMIS.

1.2.2 Process Definition

1.2.2.1 Process Description

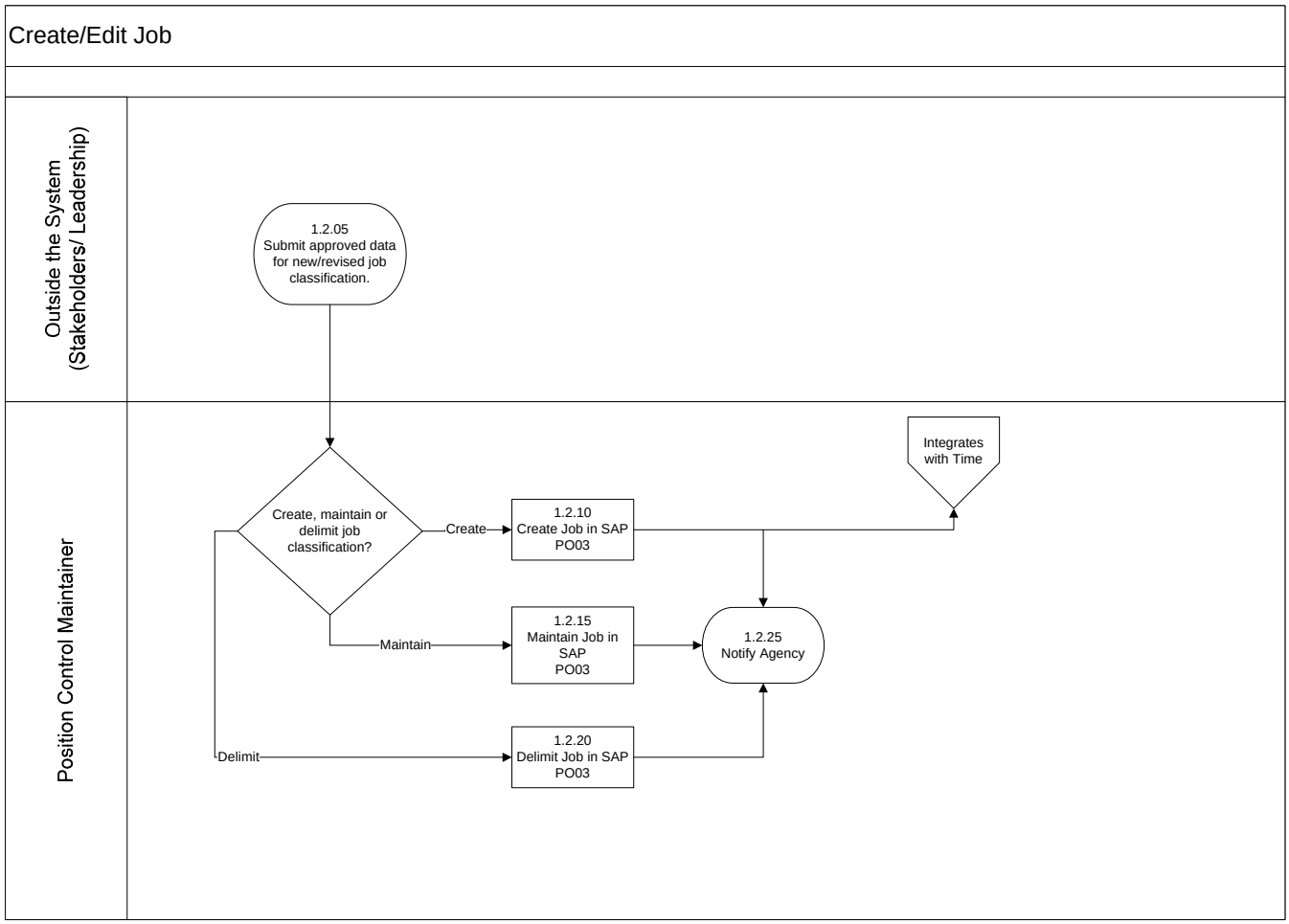
Data is submitted for a new or revised job description. The person with the position control maintainer role will decide to create, maintain or delimit the job in SAP using transaction PO03.

To create a new position, transaction PO03 is used. Required infotypes for the job object will need to be created with the required validity dates. Once the job is created, the requesting party is notified with the job number and description.

To maintain or edit an existing job, transaction PO03 is used. The required job will need to be identified and selected using the Object Manager functionality transaction in PO03. Once the required job is identified, the required information is updated. Once the job is maintained, the requesting party is notified.

To delimit an existing job, transaction PO03 is used. The required job will need to be identified and selected using the Object Manager functionality in transaction in PO03. Using the menu, job ➔ delimit, a delimit date is entered. Once the job is delimited, the requesting party is notified.

1.2.2.2 Process Flow



1.2.2.3 Process Steps

STEP #	SUB-PROCESS DESCRIPTION	APP/SYS/ TCODE	INPUTS	OUTPUTS	EXECUTION ROLE
1.2.5	Submit approved data for new/revised job classification	OS	Job requirements, educational requirements, similar job descriptions, job evaluation guidelines	Request for new/revised job classification Agency Completed draft job classification	Agency leadership and HR personnel
	Create or maintain job classification?	OS	Data for job classification	If CREATE, go to step 1.2.10 If MAINTAIN, go to step 1.2.15 If DELIMIT, go to step 1.2.20	Position Control Maintainer
1.2.10	Create job in SAP with required validity dates. Create IT1000. Create other infotypes as needed.	PO03	Data for job classification.	Job created in "Active" status with validity dates	Position Control Maintainer
1.2.15	Maintain job in SAP	PO03	Data for job classification	Job in "Active" status with validity dates	Position Control Maintainer

STEP #	SUB-PROCESS DESCRIPTION	APP/SYS/ TCODE	INPUTS	OUTPUTS	EXECUTION ROLE
1.2.20	Delimit job in SAP	PO03	Data for job specification	Job in "Active" status with new validity end date	Position Control Maintainer
1.2.25	Notify requestor with disposition of request	OS	Job information in SAP	Requestor notified of request status	Position Control Maintainer

1.2.3 Solution Recommendations

The solution recommended to meet job classification requirements is to configure the use of the application component *Job* in the *Organization Management* module of the SAP system. While the process involves many manual steps in drafting and approving the content, the State will benefit from using one system that will serve as the repository of record for state job descriptions and classifications with a consistent format for (1) Class Title, (2) Description of Work, (3) Examples of Duties Performed and (4) Recruitment Standards, including (a) knowledge, skills, and abilities; (b) minimum education and experience; and (c) special requirements. Another benefit of maintaining job information in Organizational Management is that in addition to being a single repository, the job is integrated with all the components in Organizational Management, in particular Position management. This integration will allow the use of the job as the starting point in creating new positions. When jobs are created in SAP, they are listed in a job index. When a new position is created (secretary in the marketing department, for example), it can be related to a job that already exists in the job index (secretary, for example). This will then be available when new positions are added. This relationship will make it easier to create positions that are similar or the same, as the administrator will not have to assign tasks and characteristics to each individual position. (It is possible to also assign additional tasks and characteristics directly to positions).

Tentative Job Classifications, Z's and flat rates are issued under special circumstances. These jobs will need to be differentiated from the regular job classifications. The recommended solution is to identify and track these T -Grade jobs with a custom infotype and is under further review.

There is a "notify agency" process after the job is maintained in SAP. It is recommended that notification steps after a system process be further evaluated for automated notification or workflow requirements.

1.2.4 SAP Design Considerations

Infotypes

The following infotypes will be used with the Job Object (C). This information will then be linked to the position by establishing a relationship to the position.

INFOTYPES	INFOTYPE TEXT	SUB TYPES	FIELDS
1000	Object		Object abbr
			Object name
1001	Relationships	A003, A007, B003, and B007	Relationship type/relationship
			Type of related object
			ID of related object
			Abbreviation
			Name

INFOTYPES	INFOTYPE TEXT	SUB TYPES	FIELDS
1005	Planned Compensation		Ctry Grouping (USA)
			Pay Scale Type
			Pay Scale area
			Pay Scale Group
			Pay Scale Level
1002	Description	0001	Subtype
			Description
1610	US Job Attributes		EEO Category
			AAP Category
9005 (Customized)	Premium Pay Eligibility		"Radio button"

Table Validation

The data contained in the following tables should be validated to support the BEACON Solution:

Table 778A - Define Relationship (Transaction code - OOAW):

A003 – Belongs to (Job to Job Family)

A007 – Describes (Job to Position)

B003 – Incorporates (Job Family to Job)

B007 – Is described by (Position to Job)

Table 778O – Object Types (Transaction code - OOOT):

C – Job

JF – Job Family

S – Position

Table T5UEE - EEO Categories (IMG>Payroll>Payroll USA>Supplements Public Sector US>EEO Information).

This table will need to be populated with EEO categories provided by the Office of State Personnel.

Table T510 and T710

These tables will need to be configured to support career banding job family pay ranges and graded pay structures.

1.2.5 Change Management Considerations

POLICY & PROCEDURE IMPACTS	AGENCY/DEPT	CHANGE IMPACT RATING	EXPLANATION OF RISK
There will be no policy or procedures changes.	OSP	Low	Training for personnel who enter data and BI training for all who will run reports.

ORGANIZATIONAL FUNCTION IMPACTS	AGENCY/DEPT	CHANGE IMPACT RATING	EXPLANATION OF RISK
There will be minimum organization impact. The majority of this process will continue to reside at OSP.	OSP	Low	Training for personnel who enter data, as well as training for all who will run reports and manage this process.
JOB ROLE IMPACTS	**AGENCY/DEPT**	**CHANGE IMPACT RATING**	**EXPLANATION OF RISK**
Personnel that currently maintain this action in PMIS should continue to enter this data in SAP.	OSP	Low	Personnel at OSP should receive SAP training to perform this task. There should be a minimum of two people trained to execute this transaction.
Human Resource Personnel at OSP will need a special authorization to access T-Grade information.	OSP	Low	Awareness of reports that will provide all job classification data will need to be provided to designated OSP personnel.

1.2.6 Technology Considerations

TECHNOLOGY REQUIREMENT	DATE REQUIRED	COMMENTS/SUGGESTIONS
No special technology requirements exist for the process.		

1.2.7 Integration Points

DESCRIPTION	FUNCTIONAL OR PROJECT TEAM	COMMENTS/SUGGESTIONS
Integration with the Time Module to indicate which jobs are eligible for shift premium pay (IT9005)	Time	

1.2.8 Development Items

- The Time and Attendance module has a requirement to identify which jobs are eligible for shift premium pay. A custom infotype (IT9005) will need to be created that has a “radio button” which will indicate which jobs are eligible for shift premium pay. This infotype has been assigned RICE # A016.
- A report display T-Grades, FR, and/or Z’s by agency will be required. A Business Intelligence report may be need depending upon final configuration.
- A report display T-Grades, FR, and/or Z’s by agency will be required. A Business Intelligence report may be need depending upon final configuration.

1.3 Position Processing

1.3.1 Process Overview

An organization plan is composed of Organizational Units, Jobs, Positions, Holders and the relationships that connect them to create hierarchies. The hierarchies are used to represent the State of North Carolina's organizational structure and reporting relationships. The organizational structure is the foundation for security structural authorizations and for setting up workflows. This hierarchical structure reduces the effort of creating and maintaining positions by inheriting information from the superior organizational unit and the job.

Human resources data is very sensitive and the BEACON solution protects data through position-based security. Security roles assigned to the position are inherited by the holder of the position. Position-based security requires less maintenance as opposed to security roles assigned directly to the individual. SAP security protects data through a variety of authorization checks. A general authorization check controls access to transactions, infotypes and subtypes and whether the user may create, display or maintain the data. In addition, data is secured according to personnel area, employee group, employee subgroup and organizational key. This combination of authorizations checks gives the State of North Carolina the degree of granularity needed to secure sensitive data.

Changes to and the creation of new positions require approvals from one or more of the following: the North Carolina General Assembly, the Office of State Budget Management (OSBM), the Office of State Personnel (OSP) and the Agency. In some cases, Agencies are able to create and change positions without the Office of State Personnel approval due to a delegation of authority for the job classification of the proposed position. This document describes the process used to create and maintain a position. It also lists configuration decisions and master data requirements to create positions as specified by the State of North Carolina.

1.3.2 Process Definition

1.3.2.1 Process Description

This process begins when Leadership forwards information to the Organization Chart Maintainer to create, change or delimit a position.

If there is a need to create a new position, the Position Control Maintainer will initiate an action to create the position in planned status. The action walks the user through a series of infotypes that are described in Section 4: SAP Design Considerations. The position identification number is noted and provided to the requester. The position identification number will be matched to data entered into the Budget system for salary control purposes.

If there is a need to change or delimit an active position, the Position Control Maintainer will change the position and place the changes in planned status.

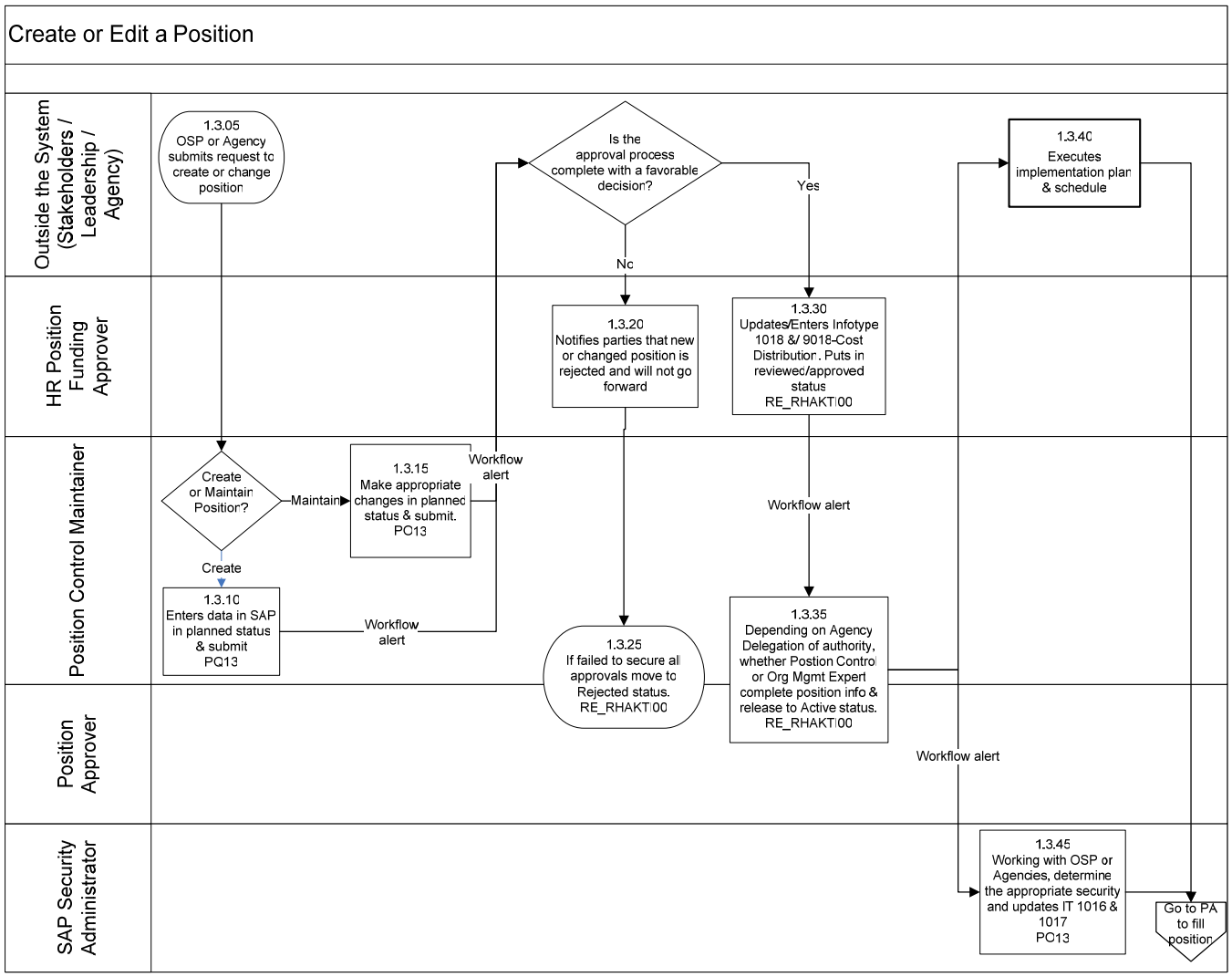
If additional approvals and approval routing is required, the proposed position and changes will be tracked outside SAP using the position identification number. The approvers and decision-makers may include the Agency Departmental Personnel Office, the Office of State Budget Management (OSBM), and the Office of State Personnel (OSP). If the appropriate approvals are not obtained for the creation of the proposed position, leadership will notify the Position Control Maintainer, who will put the proposed position in Rejected status.

Following the approval process, the HR Position Funding Approver will locate the position in SAP by the position identification number and complete the Cost Distribution infotypes IT1018/9018. If all other things are in order, the HR Position Funding Approver will change the status from planned to approved.

The final review is conducted by either the Agency (if they have delegated authority to create and/or maintain positions within the specified job classification) or the OSP. OSP or the Agency releases the position change to active. Leadership will initiate change management and/or communication activities about the upcoming position changes, reporting relationships, etc.

The active status will alert the BEACON Security Team that a new position has been created and that the security roles and structural authorizations need to be created or reviewed. The BEACON Security Team will communicate with the OSP or Agencies to determine the appropriate security. The BEACON Security Team will complete IT1016 and IT1017. The BEACON Team will communicate with OSP or Agencies that the security roles are completed and that the new/changed position is ready to be used.

1.3.2.2 Process Flow



1.3.2.3 Process Steps

STEP #	SUB-PROCESS DESCRIPTION	APP/SYS/ TCODE	INPUTS	OUTPUTS	EXECUTION ROLE
1.3.05	Position information is submitted to the authorized person who will create or change a position.	OS	Short name, Long Name, descriptions, validity date, budget data, address, Dept/Staff designation, and all relevant relationships.	All relevant information in the hands of the Position Control Maintainer.	Outside the System – Stakeholders/Leadership
	Decision Block Position – Create or Maintain?	N/A	N/A	If create, go to step 1.3.10 If maintain, go to step 1.3.15	N/A
1.3.10	Create new position in planned status and submit. Submit will initiate workflow.	PQ13	New information for Short name, Long Name, descriptions, validity date, budget data, address, Dept/Staff designation, and all relevant relationships.	New position in planned and submitted status. Workflow initiated.	Position Control Maintainer
1.3.15	Make appropriate changes to the position.	PO13	Change information for Short name, Long Name, descriptions, validity date, budget data, address, Dept/Staff designation, and all relevant relationships.	Position changes in planned and submitted status. Workflow initiated.	Position Control Maintainer
	Decision Block Is the approval process complete with a favorable Decision? Changes to and the creation of new positions require approvals from the North Carolina General Assembly (for new positions),the Office of State Budget Management (OSBM), and the Office of State Personnel (OSP) as appropriate.	N/A	N/A	If yes, go to step 1.3.30 If no, go to step 1.3.20	N/A
1.3.20	Notifies parties that new or changed position is rejected and will not go forward	OS	State knowledge	Decision outcome communicated	Outside the System – Stakeholders/Leadership
1.3.25	Move to rejected status	RE_RHAKTI00	State knowledge	Stop	
1.3.30	Updates/enters IT1018/9018-Cost Distribution. Put in approved status.	RE_RHAKTI00	Information to update IT1018/9018 Cost Distribution	Funding Amounts assigned to appropriate cost centers.	HR Position Funding Approver

STEP #	SUB-PROCESS DESCRIPTION	APP/SYS/ TCODE	INPUTS	OUTPUTS	EXECUTION ROLE
1.3.35	Complete Position Information and release to Active Status.	RE_RHAKTI00	HR and State knowledge of class, grade, band, etc., FLSA and EEOC classifications	Position created with all relevant information in active status. Active status triggers workflow alert to SAP Security Administrator.	Position Control Maintainer Position Approver Role depends on the designation of authority from OSP to the Agency.
1.3.40	Executes implementation plan and schedule	OS	State knowledge Change/Communication knowledge	Knowledge shared	Outside the System – Stakeholders/Leadership
1.3.45	BEACON Security works with OSP/Agencies to determine appropriate security. Security enters data for IT1016 and 1017	PO13	BEACON security knowledge	Security roles applied to position	Security Team
	Go to PA process flows to make any personnel adjustments (transfers, promotions, etc.)				

1.3.3 Solution Recommendations

The BEACON solution is based on the following recommendations:

The organization plan is composed of Organizational Units, Jobs, Positions and Holders. Relationships connect them together to create hierarchies. The different types of relationships create different hierarchies. The organizational structure in SAP depicts how organizational units are related to each other to represent the State of North Carolina's organizational structure. In addition to the organizational structure, the reporting relationship between Positions designates the holder as the supervisor and forms the framework for a routing structure for workflow. The reporting relationship can also designate superior and subordinate positions irrespective of placement in the organizational structure. The "manages" relationship between the Position and the Organizational unit designates the position holder as the Chief.

The solution will incorporate standard inheritance in order to reduce the effort to create and maintain positions. Values associated with the organizational unit will be passed on to the position and values associated with the position are passed on to the person during a Personnel Action (action on employee). SAP will increase the functionality of the job classification system through its ability to have lower level objects inherit the characteristics assigned to the higher level objects to which they are linked. The State's concept of a classification will be reflected by the SAP definition of a "job". When a position is created, it can then be linked to a job, similar in concept to what is now done by assigning a position to a classification.

Since BEACON is using structural authorizations and workflow, the organization and reporting structure must reflect a structure that will be used to determine a user's access to work records and the routing of workflows among a series of approvers.

SAP workflow will be utilized to support the approval process for new or edited positions. It will be triggered when a new position is created or when changes are made to an existing position and put in submitted status. Changes to and the creation of new positions require approvals from the North Carolina General Assembly, the Agency, the Office of State Budget Management (OSBM), and the Office of State Personnel (OSP). In some cases, Agencies are able to create and change positions due to a delegation of authority from the Office of State Personnel. Within the workflow portion, the appropriate approver is determined by an evaluation path and decision-rules based on the Agency's delegation of authority (Issue 317). New or changed positions will move through the following status changes: planned, submitted, approved, rejected, and active.

1.3.4 SAP Design Considerations

An organization plan is composed of Organizational Units, Jobs, Positions and Holders of those positions. The State of North Carolina is using Pay Graded and Career Banded positions. The BEACON team will determine the best method to reflect Career Banded positions during realization. This section will deal with the design considerations for the creation/change of a Position. The Design Considerations categories to be discussed include: Part 1 - Configuration Decisions; Part 2 - Creating the Positions – Infotypes, Fields and Inheritance; Part 3 - Creating relationships; Part 4 - Master Data Load strategy; and Part 5 - Functional Gap Analysis.

Part 1 - Configuration Decisions

1. Create and/or maintain Actions. An action is a sequence of related infotypes presented to the user for data entry in order to create a new position. An action increases the likelihood that all relevant information will be entered and in the correct sequence. Different actions can be assigned to different users groups depending on what infotypes the users are responsible for creating and/or maintaining. For the State of North Carolina, the Create Position Action will include the following infotypes:
   - Position object (IT1000)
   - General Descriptions (IT1002-subtype 01)
   - Department/Staff Designation (IT1003)
   - Planned Compensation (IT1005)
   - Vacancy (IT1007)
   - Account Assignment Features (IT1008)
   - Authorities and Resources (IT1010)
   - Work Schedule (1011)
   - Employee Group/Subgroup (IT1013)
   - Obsolete Infotype (IT1014)
   - Address (IT1028)
   - Cost Distribution (IT1018)
   - Budget Cost Distribution (IT9018)

2. Validate that the IMG setting for Inheritance is active. When Inheritance is turned on, values for Controlling Area, Master Cost Center, Company Code, and Personnel Area are inherited from the superior object. The system uses this data to determine appropriate cost center assignments. Consequently, by setting these defaults, the user is presented with a smaller list of possible cost centers to choose from.
3. Validate that the Department/Staff setting is turned on in the IMG. This setting will allow the user to designate an organizational unit or position is staff or department. A staff flag indicates that a position is not part of the normal reporting structure, but instead reports directly to a higher level position or organizational unit. Positions marked with a staff flag are shown in the graphic next to their respective superior nodes. Without a staff flag they are shown under the superior node.
4. Activate and configure standard SAP workflow. SAP workflow will be utilized to support the approval process for new or edited positions. The change or creation of a position in the Planned/Submitted status will trigger the workflow. The appropriate approver is determined by an evaluation path and decision-rules based on the Agency's delegation of authority designation. The delegation of authority designation is to be determined at a latter date as documented in Issue 317. New or changed positions will move through the following status changes:
   - Planned
   - Submitted
   - Approved
   - Rejected
   - Active

The following roles will be involved in the workflow:

- Position Control Maintainer
- Position Approver
- HR Position Funding Approver
- BEACON Security Team

5. Validate that the IMG setting for the "Vacancy" infotype is active. This setting specifies that vacancies are designated by the completion of Infotype 1007-Vacancy as opposed to regarding all unoccupied positions as vacant. This is important when you need to make a distinction between positions that are vacant (actively being recruited for) versus positions that are no longer filled by an employee.
6. Activate integration between OM and PA in order to accomplish the following functionality:
   - Transfers of persons between positions within Organizational Management will automatically create changes in the corresponding Organizational Assignment Infotype (0001) in Personnel Administration.
   - In order to maintain history of organizational changes on an employee's personnel records, any changes to organizational units will require updates to all employees who hold positions belonging to the organizational unit being changed.
   - Changes within Personnel Administration, such as the "Transfer" action, will automatically create relevant changes within Organizational Management.
7. Validate that the IMG setting for integration between OM and CO is active. When integration is turned on the controlling area becomes a default value.

8. Configuration of the IMG to incorporate any customized objects or infotypes. When a custom object or infotype is created, the system will need to be changed to include the custom object or infotype.
   – Evaluation paths – An evaluation path describes which relationships are traced to find a particular object. An example is: starting from a position (O), the evaluation path O-S-P is used to determine all persons who are holders of the positions that belong to the position. This is relevant for generating reports and for workflow.
   – Object Change Monitoring – SAP has the ability to track changes to objects if the system is configured to trace those particular objects. If a new object is created and it is important for the State to identify who and when a change was made to the custom object, it will need to be added to the objects to be tracked.

Part 2 - Creating the Positions – Infotypes, Fields and Inheritance

Position is created using the following infotypes:

INFOTYPE	FIELD TEXT	NOTE
IT 1000 Object	Object ID Number Start & End Date Short Name Long Name	An object Infotype 1000. As a rule, the start date for an existing organizational unit is 01/01/1950 to 12/31/9999. For newly created positions, the start date is the effective date. Naming conventions for the Short and Long Name of Position are to be determined, i.e., Issue 397
IT 1002-0000 Description	General Description	At this time, organizational unit descriptions are entered and maintained by the Agency and at the Agency discretion.
IT 1003 Department/Staff	Department Flag or Staff Flag	A staff flag indicates that a position is not part of the normal reporting structure, but instead reports directly to a higher level position or organizational unit. Positions marked with a staff flag are shown in the graphic next to their respective superior nodes. Without a staff flag they are shown under the superior node.
IT 1005 Planned Compensation	Pay Grade Country Grouping Pay Grade Type Pay Grade Area Pay Grade Pay Grade Level Reference Salary Pay Scale Country Grouping P. Scale Type P. Scale Area ESG for Cap Pay Scale Group Pay Scale Level Direct Currency key Amount Time Unit	When a user enters an amount in the Basic Pay Infotype (0008) during a personnel action, the system checks to see that the amount is within the salary range specified on the Position's Planned Compensation Infotype (1005). The Pay Grade - provides a range and calculates the reference salary. The Pay Scale - provides one specific amount for the appropriate setting. This amount will default from the Position to the individual during the Personnel Action Direct – The user can enter the minimum and maximum amounts paid for a position, the currency and the unit of time. Use this planned compensation type if you do not have a salary.

INFOTYPE	FIELD TEXT	NOTE
IT1007 Vacancy	Vacancy Radio button	This setting on the position designates whether the position is vacant and requires a back-fill as opposed to an unoccupied position that does not require recruitment.
IT1008 Account Assignment Features	Controlling Area Cost Center Company Code Business Area Personnel Area Personnel Subarea **Funds Management Area	Data on the controlling area, cost center, company code, business area, personnel area and personnel subarea is inherited from the superior organization unit to the subordinate positions. The inherited values can be overwritten with a direct assignment into Infotype 1008. The controlling area, company code, business area, personnel area and personnel subarea held on the position are used as default values in *Personnel Administration.* Data on the cost center is transferred to *Personnel Administration* in Infotype 0001. ** The funds management field only appears on the root organization.
IT1010 Authorities & Resources	Subtype 03 EPA Designations	The user will select the subtype and then select one of the values from the drop-down list. At this time, Subtype 0003 is the EPA Designation and the values are the different types of EPA designations.
IT1013 Employee Group/Employee Subgroup		The Employee Group/Subgroup infotype is required for positions. This infotype identifies the type of employee who will fill the position. For example, Employee Group values include Permanent (Regular); Time-Limited, Trainee, etc. Employee Subgroup values include Exempt, Full Time; Nonexempt, part time; Contractors, etc. Payroll and time calculations, as well as Benefits eligibility rules, are dependent on these values. This infotype compares the values assigned to the position against those assigned during the hire action of the holder. If the system detects an inconsistency, a warning message appears; but, the user can still proceed to specify that the employee group and employee subgroup are different from those held on the position.
IT1014 Obsolete Infotype		The obsolete infotype will flag a position as no longer required, but still occupied. If the holder of an obsolete position is assigned to a new position or leaves the company, the system will ask the user to delimit the validity period of the obsolete position.
IT1016 Standard Authorization Profiles IT1017 Structural Authorization Profiles		When position-based security is used, Infotypes 1016 and 1017 are completed. Security roles are assigned to a position and then the position's holder inherits them.

INFOTYPE	FIELD TEXT	NOTE
IT1018 Cost Distribution	Controlling Area Cost Center Internal Order WBS Percent	Creating a cost distribution allows the distribution of costs to more than one cost center. At this time, Internal Orders and WBSs will not be used in the BEACON solution. The user will specify which portion of the costs to be distributed to which account and cost center. If the organizational unit is already assigned a master cost center, the system writes any remaining costs to that master cost center. The FI module is challenged with finding a way to capture cost distribution changes by absolute amounts. An Infotype 9018 is under consideration.
IT1028 Address		This infotype will be maintained on the position to capture the address. Entry of the county meets a requirement for Time, as well as reporting requirements for HR.

Part 3 - Creating the Organization Plan – Relationships

1001 - RELATIONSHIPS		
B003 – Incorporates A003 – Belongs to	Org→Pos Pos→Org	The following relationship connect positions to the organization unit: Org Unit B003 Position This organization unit *incorporate*s this position.
B012 – Is Managed by A012 – Manages	Org→Pos Pos→Org	The link between an employee and the manager can be depicted by the following: Org unit B012 Position This position *Is Managed by* this Position. Consequently, the position is designated the *Chief Position.*
A002 – Reports (line to) B002 – Is line supervisor of	Pos→Pos	A reporting structure depicts the position hierarchy in the organization plan. The reporting structure is created by relating positions to one another. This relationship forms the framework for a routing structure that Workflow uses to assign tasks to an employee.
A011 – Cost Center Assignment	Org→Cost Center	The Cost Center assignment is held at the Organizational Unit and inherited by the position and holder. If required the inherited cost center can be changed. The Cost Center assignment will be used for payroll postings to Finance. The cost centers assign at the Org Unit level will filter down to lower Org Units and position relationships that have no direct cost center relationship.
A007 - Describes	Job→Pos	
A008 - Holder	Pos→Person	Assigning a Person to a Position is done using the A008 relationship

Part 4 - Master Data Loads

Positions will be loaded into SAP using a data load program. Each Agency will be provided an extract from the legacy system (PMIS) listing positions from the Agency. The Agencies will convert the Legacy data to standard naming conventions and to meet the field character limits. A second data load spreadsheet will be used to load the "B002 – Is Line Supervisor of" relationships between the positions. The short name will be used as the key. Following the data load, each Agency will validate that the data was loaded as specified. If corrections are required, the Agency will make corrections to the data load spreadsheet and to PMIS. The BEACON team will attempt to pull as much data from PMIS as possible, and will request that updates be made within PMIS. However, for data elements that are not currently

contained within PMIS it will be necessary to merge data extracted from PMIS with data supplied by the agencies. A complete Data Migration plan will be developed in the Realization phase of the project.

Part 5 – Functional Gap Analysis

GAP DESCRIPTION	RECOMMENDED SOLUTION	RICE #, ISSUE #
Currently SAP does not designate positions as Emergency Essential Personnel	IT1010 – Authorities & Resources Create a new value for Subtype 1- Authorities. The value will be Emergency Essential Personnel	Standard Configuration of a new subtype. No development is required.
Currently SAP does not designate positions as Exempt from the State Personnel Act	IT1010 – Authorities & Resources Create a new Subtype named EPA Designator. Create the values (11) associated with subtype: EPA Designator. IT1010 will be a part of Create and Change Position Actions. The EPA Designator and the associated position currently exist in the Legacy system. This data will be extracted and loaded into BEACON.	Standard Configuration of a new subtype. No development is required.
SAP does not provide the county names as a drop-down for IT0028.	IT0028, Address, US Screen has a field for the user to enter the county name. This infotype needs to be modified so that the user selects one county from the drop-down menu.	#A009
SAP provides a reference position number but the length is restricted to 8 characters.	Determine method to capture PMIS position number to support data migration of relationship between person (holder) and position. This may require the creation of a custom infotype.	#A010

1.3.5 Change Management Considerations

Users will require training in the concept of the Organization Plan as it relates to inheritance, structural authorizations, relationships and reporting.

POLICY & PROCEDURE IMPACTS	AGENCY/DEPT	CHANGE IMPACT RATING	EXPLANATION OF RISK
Incorporate SAP terminology and concepts into State and Agency Personnel procedural manuals.	OSP/Agencies	Medium	Changing State and Agency procedural manuals will require a close analysis in order to translate current procedures into SAP concepts, terms and functionality.

ORGANIZATIONAL FUNCTION IMPACTS	AGENCY/DEPT	CHANGE IMPACT RATING	EXPLANATION OF RISK
While security access will control who has access to create and change organizational units, the assignment of those roles based on the current Delegation of Authority (Issue 317) may give rise to concerns about control of the data.	OSP/Agency	Medium	Currently OSP has granted authority to Agencies to create and maintain organizational units, jobs and positions without oversight from OSP. With the normal strain of deploying and learning a new system, OSP may now need to exert more influence to ensure the quality of the master data.
Job Role Impacts	Agency/Dept	Change Impact Rating	Explanation of Risk

ORGANIZATIONAL FUNCTION IMPACTS	AGENCY/DEPT	CHANGE IMPACT RATING	EXPLANATION OF RISK
Managers	OSP/Agency	Medium	Managers will need to transition to retrieving reports from the system themselves, rather than having those reports delivered to their desks.

1.3.6 Technology Considerations

TECHNOLOGY REQUIREMENT	DATE REQUIRED	COMMENTS/SUGGESTIONS
The State will be issuing an RFP for an organizational charting tool, and will be evaluating products and making a selection. The selected tool will be used to standardize organization charts in state government and will also be used to create the organization structure to facilitate the organization data upload into SAP.	01/01/2007	Org structure will be created using charting tool and then validated by various agencies. Once structure has been validated, data from structure can be loaded into SAP using eCATT.
A special printer may be required to print the large organizational charts using the chosen organizational charting software program.	01/01/2007	
Printers will need to be adjusted/routed/identified to support SAP reports.	12/01/2007	

1.3.7 Integration Points

DESCRIPTION	FUNCTIONAL OR PROJECT TEAM	COMMENTS/SUGGESTIONS
The HR Position Funding Approver will enter values for the Cost Distribution (Infotype 1018). A second related infotype is under consideration (Infotype 9018) that will allow changes to cost distribution in absolute dollars (as opposed to percentages) and not trigger a payroll retroactive calculation.	FI/CO	Infotype 1018 (9018) will be used for salary control.
Cost Center (K)	FI/CO	Relationships will need to be established between positions and cost centers.
Personnel Actions – Hiring, promotions, and transfers/reorganization actions. Enterprise Structure – Personnel Area, Personnel Subarea, Employee Group, Employee Subgroup	PA	Organizational data (Infotypes) can provide inherited data to position/employee.
Time and Attendance calculations to support payroll activities.	Time	Organizational data (Infotypes) will be used to support time rules and calculations.

1.3.8 Development Items

RICE # W002 Workflow to manage the creation, editing, and/or funding of a position in SAP

RICE # A007 Custom Infotype - Retirement Plan Indicator – linked to position

RICE # A009 Custom Infotype – Position location by county – linked to position

RICE # A010 Custom Infotype - Legacy Position Number – linked to position

RICE # A008 Custom Infotype – Reason Code for Position Action – linked to position